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**MEMORANDUM FOR: Special Planning Assistant to the Deputy  
Director (Support)**

**SUBJECT : Revision of Report to Killian Committee**

1. The Office of Training, consisting of four schools, a Plans and Policy Staff, a Support Staff, and an Assessment and Evaluation Staff, is responsible for the training of all categories of Agency personnel and some personnel of other Intelligence Services. The curriculum includes 128 formal courses of instruction; not all of these courses are offered on a concurrent basis. During the reporting period, there was an average of 55 courses in operation with an average student attendance of approximately 600.

2. In accordance with Agency directives, over five per cent of the total working hours during this period have been expended in either formal or on-the-job training by personnel of this Agency.

3. In order to provide for wide proficiency in foreign languages among Agency personnel, a Language Development Program was established on 4 February 1957. Under this Program, awards are made to those who achieve and maintain prescribed levels of proficiency. Those who under-

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take this program predominately on their own time will receive double the amount of awards granted to those who become proficient during duty hours. In order to meet the demands of the Program, it has been necessary to set up a series of off-duty hours language courses, using qualified Agency linguists as instructors.

4. One of the areas in which the Office of Training is hard-pressed to meet the requirements of the Clandestine Services is in the covert training field. The instructors engaged in this activity must be well-rounded in all phases of clandestine operations. They must be capable of providing individual tutorial instruction to American staff and contract agents and members of Foreign Intelligence and Security Services. Some of the trainees are neophytes in the intelligence business and some are men with considerable experience behind them. The real problem facing the Agency is not whether this type of training should be undertaken but to what extent the rather limited supply of professional manpower can be assigned to conduct this type of training. From an operational standpoint, the Agency gains a great deal from its effort to improve the professional qualities of those services with which we engage in liaison or joint activities.

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Without question the prestige of CIA has been enhanced by the high degree of professionalism that has been demonstrated in these covert training situations. Covert training is not only conducted here in the United States, but the Office of Training is frequently called upon to provide competent instructors for covert training assistance on a temporary basis overseas.



for MATTHEW BAIRD  
Director of Training

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